



AFMC Lessons Learned

**Civil Engineering Contracting and
Industry Partnering Conference**

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AFMC Lessons

- Observation: Repeated appeals of study decisions
- Discussion: Both contractors and MEO's are making excessive use of the appeal process.
 - Tinker CE, W-P CE I, Eglin CE all multi appeals
 - Appeal is inexpensive vs the potential gain or loss for appellant
 - Extremely expensive for government
 - Indefinite delay in contract award
 - Ties up executive level personnel on review team
 - Multiple appeals vs inconsistent results
 - Different review teams may see things differently
 - Review is based on deficiencies cited and facts presented
 - Review accuracy dependent on back-up documentation



AFMC Lessons

- Lesson Learned: Expect protest and appeal. Conduct all activities accordingly.
 - Document every step and preserve documentation so it can be readily retrieved
 - Provide rationale for every decision made or rating given
 - Make sure PRD/PWS is as clear, concise, and complete as possible
- Recommended Action: Plan for HQ appeal process
 - Assign team of independent management level employees
 - Develop rules and guidelines to assure consistent results
- Comments: The legal nightmares are just starting



AFMC Lessons

- Observation: AFI 63-124 isn't as easy to use as we originally thought it would be
- Discussion: Lack of specific guidance on using 63-124 as far as commercial standards and applicable governmental regulations
 - What AFI's are waived and which ones are mandatory
 - Writing out required elements vs referencing them
 - How can preparer assure completeness w/o cross reference?
 - How can base/HQ reviewers verify/approve without references?
 - How do you specify which commercial standards apply?
 - Cannot allow contractors to select which standards they bid to
 - Many commercial standards are lower than AF standards- must identify these differences
 - Must maintain a level field for both contractor and MEO



AFMC Lessons

- Lesson Learned: There is no consensus on how AFI 63-124 applies to the A-76 process
- Recommended Action: Need more USAF guidance on how AFI 63-124 applies to contracting I & S functions
 - Guidelines for inclusion or exclusion of existing regulations
 - Guidelines for formatting of required regs in PRD/SOW
 - Guidelines for specifying commercial standards
- Comments: AFMC has a further problem in AFGEO bargaining on AFI 63-124
 - Cannot be implemented until union agreement
 - Negotiations are on-going



AFMC Lessons

- Observation: Innovation in the MEO can also benefit other base organizations
- Discussion: Develop a more efficient way to utilize maintenance teams
 - Multi-skilled team with pre-equipped truck, day-long list of tasks, cell phone contact with central office
 - Ability to order materials via phone with delivery to site
 - Ability to divert for emergencies
 - Ability to perform routine tasks while waiting for materials
 - Teams stay out all day and handle assigned work
 - Pre-brief specialty crew for work team is not able to handle



AFMC Lessons

- Lesson Learned: MEO innovations can be adapted by other functions outside the MEO
- Recommended Action: Evaluate MEO innovations and adapt them wherever practical
- Comments: Thinking “outside the box” can have a lot of benefits
 - There are a lot of ways to do our job better
 - Strategic Sourcing will place a premium on innovation



AFMC Lessons

- Observation: “Red Team” or HQ MEO assistance is not as seamless as originally anticipated
- Discussion: Preparation of MEO is a complicated process that bases consider proprietary & privileged
 - Bases consider MEO as a competitive business
 - Base Market Research (other winning MEOs, Universities, Local businesses) is closely protected
 - Process & Organizational Innovations are closely protected
 - MEO must be below manpower standard to be competitive
 - Reduce/eliminate positions; multi-skill; cross-utilize; minimize grades
 - Very closely held secret how far below current standard
 - Do not trust outsiders not to leak competitive advantages
 - Not willing to share info until after solicitation is completed



AFMC Lessons

- Lesson Learned: HQ ability to directly assist in preparation of MEO is severely limited
- Recommended Action: Tailor assistance to schedule flexibility and facilitating innovation & information x-fer
- Comments: Milestones/Schedules –TAKE CONTROL
 - Start MEO Development ASAP
 - PWS does not need to be completely written
 - As long as major decisions on performance standards is complete
 - Early release of Draft RFP and Draft PWS
 - Public review generates useful feedback
 - Identify and scrub regulatory requirements early
 - Processing of waivers take time
- OPR: Capt. J. Salomon/HQ AFMC/CEIO



AFMC MEO Lessons

- MEO Development
 - Begin data collection, prior to announcement
 - Initial steps similar to early phase of PWS development
 - Job analyses; operational audits (suggestion boxes)
 - Stabilize study population at announcement
 - Ensure whole functions are being studied
 - Communicate! Communicate! Communicate
 - Keep everyone involved and informed
 - Tensions rise as bid opening nears
 - Document! Document! Document!
 - Include admin specialists to the team
 - Makes life easier at appeal/protest time
 - Take advantage of database/spreadsheet software



AFMC SOW Lessons

- Attitude is critical- Start with a winning attitude
 - Must have a “we can win this” attitude — top & bottom
 - Players support is vital for developing a winning MEO
 - Use the best and brightest employees to work on the SOW, Technical Evaluation, and MEO Teams
- Be fair and above board
 - Cannot have any semblance of partiality/conflict of interest
 - Commercial Providers looking for anything to protest
 - GAO experience favors commercial providers in this arena
 - Gaming the system is a losing proposition
 - The SOW will be performed as written regardless of who wins
 - Cannot have a different game plan depending on who won
 - The SOW must be fair to both the contractor and the MEO



AFMC SOW Lessons

- Avoid Prescriptive Content
 - GAO Criticism- Major Systemic Problem (AFM 64-108)
 - Too much how to do it, or how we do it now
 - Requires determined effort to edit out all excess verbiage
 - Prescriptive PWS Inhibits Innovation & Efficiencies
 - Be careful, AFI 63-124 may go too far the other way
- To win an A-76 cost comparison, an MEO must emulate the commercial sector
 - Innovative methods and processes,
 - Consolidating similar duties (Multi-skilling), and
 - Using a broad spectrum of pay-grades
 - less supervision & more working supervisors
 - fewer journeyman level positions (WG & GS)



AFMC SOW Lessons

- SOW Check list
 - Insure SOW verbiage is consistent and proper
 - Use “shall” instead of “will” or “should”- wording is clear & concise
 - Information is in the correct section & not double entered
 - Double check any SOW reference to technical exhibits
 - Double check all regulations and form references
 - Double check all references in the SOW
 - Identify all workload data, surges, shift work, weather related emergencies, and special functions
 - Specify all Government and contractor furnished services and equipment
 - Identify all supported Tenants and Special Activities
 - Take into account the current level of performance attained.